

SCHEDULE A

ANNUAL BUDGET AND SUPPORTING DOCUMENTATION GREATER LETABA MUNICIPALITY

DRAFT BUDGET OF

GREATER LETABA MUNICIPALITY

**2017/2018 TO 2019/2020
MEDIUM TERM REVENUE AND
EXPENDITURE FORECASTS**

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Table of Contents

ANNEXURE	ERROR! BOOKMARK NOT DEFINED.
PART 1 – ANNUAL BUDGET	2
1.1 MAYOR’S REPORT	2
1.2 COUNCIL RESOLUTIONS	2
1.3 EXECUTIVE SUMMARY	3
1.4 OPERATING REVENUE FRAMEWORK.....	5
1.5 OPERATING EXPENDITURE FRAMEWORK.....	6
1.6 CAPITAL EXPENDITURE	7
1.7 ANNUAL BUDGET TABLES - PARENT MUNICIPALITY.....	8
PART 2 – SUPPORTING DOCUMENTATION	12
2.1 OVERVIEW OF THE ANNUAL BUDGET PROCESS.....	12
2.2 OVERVIEW OF ALIGNMENT OF ANNUAL BUDGET WITH IDP	14
2.3 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS.....	14
2.4 OVERVIEW OF BUDGET RELATED-POLICIES.....	16
2.5 OVERVIEW OF BUDGET ASSUMPTIONS	18
2.6 OVERVIEW OF BUDGET FUNDING.....	19
2.7 MUNICIPAL MANAGER’S QUALITY CERTIFICATE	19

Abbreviations and Acronyms

ASGISA	Accelerated and Shared Growth Initiative	ℓ	litre
BC	Budget Committee	LED	Local Economic Development
CFO	Chief Financial Officer	EXCO	Executive Committee
MM	Municipal Manager	MFMA	Municipal Financial Management Act
CPI	Consumer Price Index	MIG	Municipal Infrastructure Grant
CRRF	Capital Replacement Reserve Fund	MSA	Municipal Systems Act
DBSA	Development Bank of South Africa	MTEF	Medium-term Expenditure Framework
DoRA	Division of Revenue Act	MTREF	Medium-term Revenue and Expenditure Framework
FBS	Free basic services	NERSA	National Electricity Municipality Regulator South Africa
GDP	Gross domestic product	NKPIs	National Key Performance Indicators
GFS	Government Financial Statistics	OP	Operational Plan
GRAP	General Recognised Accounting Practice	PMS	Performance Management System
IDP	Integrated Development Plan	PPE	Property Plant and Equipment
IT	Information Technology	SALGA	South African Local Government Association
kℓ	kilolitre	SDBIP	Service Delivery Budget Implementation Plan
km	kilometre	SMME	Small Micro and Medium Enterprises
KPA	Key Performance Area		
KPI	Key Performance Indicator		
kWh	kilowatt		

1 Part 1 – Annual Budget

1.1 Mayor's Report

Mayor's foreword

Our municipality is located at the local sphere of government which is the coalface of service delivery. As municipalities, we are bound to interact with communities on daily basis being mandated by the Constitution of the Republic of South Africa, Act 108 of 1996, and through back to basics campaign. The primary objective of back to basics is to create a better life for all and enhance the living conditions of the community and its member. Indeed, it is true that Greater Letaba Municipality continues to work together with the communities in order to find sustainable and progressive way of fulfilling their social, economic and developmental needs.

It is through the Integrated Development Plan, which is the most fundamental and essential tool that is used to guide the planning, development and decision making processes in our municipality. All other plans and actions of the municipality are resonant with and secondary to the Integrated Development Plan (IDP). In order to achieve the vision and mission of our municipality, we commit ourselves to engage our local communities through public participation in finding best solutions to address the long term objectives of the municipality.

The Integrated Development Plan depicts the developmental status quo of the municipality which identifies human, financial, physical and natural resources, and links them with the future plans. It is through the limited resources and capacity that is at our disposal, that we strive to provide quality services with pride, dedication and commitment to our communities in ensuring a better life for all.

From the 2017/18 IDP-budget the municipality budgeted R364 142 000 for total budget allocation, R218 201 000 for operating expenditure and R134 133 000 for capital expenditure. The projects to the value of R94 556 000 will be implemented as a multi-year projects which are funded by the Municipal Infrastructure Grant and internally generate funds. The funds are committed for capital expenditure in line with our priorities as outlined in the IDP, which includes amongst others, Highmast lights (commonly known as apollo lights), which are aimed at minimizing crime activities, street paving and rehabilitation of roads, erection of small bridges and culverts for road accessibility, increase of municipal machinery, etc. The implementation of our 2017/18 IDP budget seems to have yielded healthy relationship between our municipality and its residents. Though we have limited resources that restricts our institution to address all community needs, we

continue to update our communities about IDP progress and our intentions as the municipality through ward councillors, ward committees and outreach programmes on monthly and quarterly basis.

We hope and believe that our 2017/18 IDP/ budget/ SDBIP which focuses more on infrastructure development, such as community halls, street paving, Highmast lights, sports complexes ,etc. will assist in improving the lives of our people and continue to strengthen and build sound relationship with our communities.

Our continuous interactions with our communities play an essential role in the identification and prioritization of projects which are geared at developing our communities. The engagement and interaction resulted in the development of this progressive, community driven and inclusive Integrated Development Plan with a budget that strives to cater the needs of our people. We will continue to optimize the relationship that we have with our communities. We must continue to strive for a safe and healthy environment and use land effectively as we better the quality of the lives of our people, and ensure that our municipality remain economically viable and sustainable to achieve a better life for all.

We have managed to provide basic infrastructure that changed the lives of our people, particularly in rural villages. We want to proudly pronounce that all the projects were completed due to the co-operation we received from our communities and oversight played by councillors.

Together taking South Africa forward.

Matlou M.P

(Mayor of Greater Letaba Municipality)

1.2 Council Resolutions

Council of Greater Letaba Municipality met to consider the draft annual budget of the municipality for the financial year 2017/2018. The Council considers and notes the following resolutions:

1. The Council of Greater Letaba Municipality, acting in terms of section 24 of the Municipal Finance Management Act, (Act 56 of 2003) approves and adopts:
 - 1.1. The Draft annual budget of the municipality for the financial year 2017/2018 and the multi-year and single-year capital appropriations as set out in table A1 to A10.
 - 1.1.1. A1: Budget Summary
 - 1.1.2. A2: Budgeted Financial Performance (revenue and expenditure by standard classification).
 - 1.1.3. A3: Budgeted Financial Performance (revenue and expenditure by municipal vote)
 - 1.1.4. A4: Budgeted Financial Performance (revenue by source and expenditure by type)
 - 1.1.5. A5: Multi-year and single-year capital appropriations by municipal vote and standard classification and associated funding by source
 - 1.1.6. A6: Budgeted financial position
 - 1.1.7. A7: Budget Cash flow
 - 1.1.8. A8: Cash backed reserves/accumulated surplus reconciliation
 - 1.1.9. A9: Asset Management
 - 1.1.10. A10: Basic Service Delivery measurement
2. The Council of Greater Letaba Municipality met on 30 March 2017 to consider and note the following budget and risk policies.
 - 2.1. Tariffs policy
 - 2.2. Indigent policy
 - 2.3. Budget policy
 - 2.4. Investment policy
 - 2.5. Supply chain Management policy
 - 2.6. Asset management policy
 - 2.7. Credit control and debt collection policy
 - 2.8. Property rates policy
 - 2.9. Principles and Policy on the writing off of irrecoverable debts
 - 2.10. Virement policy
 - 2.11. Risk Management policy
 - 2.12. Books of accounts policy
 - 2.13. Bank and cash policy
 - 2.14. Trade and sundry Payable policy
 - 2.15. Provision policy
 - 2.16. Inventory policy
 - 2.17. Sundry Receivable policy

- 2.18. External Loans policy
- 2.19. Grants policy

- 3. The Council of Greater Letaba Municipality, acting in terms of 75A of the Local Government: Municipal Systems Act (Act 32 of 2000) met on 30 March 2017 to note the tariffs for electricity, refuse removal and other services.

1.3 Executive Summary

The Greater Letaba Municipality has during August 2016 approved a time schedule outlining the key deadlines in terms of the preparation of both IDP and budget for the 2017/2018 financial year. In reminding ourselves about the objectives of the Municipal Finance Management Act, the application of sound financial management principles for the compilation of the municipality's financial plan is essential and critical to ensure that Greater Letaba Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities.

The service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship.

National Treasury's MFMA Circular No. 51, 54, 55,58,59,66,67,70,72,74,75,78,79,85 and 86 were used to guide the compilation of the 2017/2018 MTREF.

The main challenges experienced during the compilation of the 2017/2018 MTREF can be summarised as follows:

- The ongoing difficulties in the national and local economy;
- The need to reprioritise projects and expenditure within the existing available resources given the cash flow realities and declining cash position of the municipality;
- The increased cost of bulk electricity (due to tariff increases from Eskom), which is placing upward pressure on service tariffs to residents.
- Affordability of capital projects considering that the municipality is predominantly rural with no infrastructure.

Our budget was informed amongst others by the following:

- The 2016/17 Adjustment budget, priorities and targets,
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk electricity.
- Ensuring that service delivery and capital projects use labour intensive methods;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme; and
- Implementing interns programmes to provide young people with on the job training.

The table below gives an overview of the Greater Letaba Municipality 2017/2018 draft budget.

Table 1 Consolidated Overview of the 2017/2018 MTREF

R Thousand	Budget Year 2017/2018	Budget Year 2018/2019	Budget Year 2019/2020
Total Operating Revenue	352 334 000	374 451 000	394 089 000
Total Operating Expenditure	218 000 000	230 627 000	243 568 000
Surplus Deficit	72 971 000	81 903 000	85 094 000
Total MIG Expenditure	61 162 000	61 920 000	65 427 000
Total Capital Expenditure	134 133 000	143 823 000	150 521 000

Total revenue budget is mainly constituted by operating grant and subsidies of R227 million (including equitable share) and MIG allocations amounting to R61 million for the 2017/2018 financial year.

Revenue from the payment of services by ratepayers amounts to R30 million for the financial year 2017/2018 with other revenue from other services amounting to almost R12.9 million. Refer to table A7 (budgeted cash flows).

Included in the operating expenditure of R218 million is an amount of R15 million for depreciation (depreciation and asset impairment on table A1) which represent a non cash item for the financial year 2017/2018.

Repairs and Maintenance which forms part of Operating Budget amounts to R10.7 million with Bulk purchases for Electricity amounting to R14.9 million for the financial year 2017/2018.

Repairs and Maintenance amounted to R10.7 million (1,7% as percentage of PPE and 5.2% as a percentage of Operating Expenditure). The Municipality is not able to reach a target norm of 8% mainly due to Budget Constraints.

Salaries and allowances amount to R73.8 million and remuneration of councillors' amounts to R20 million. Refer to table A1 (Budget Summary).

Capital expenditure amounts to R134 million and will be funded from both Municipal Infrastructure Grant and internal funding.

Operating Revenue Framework

The municipality derives its revenue mainly from grants and subsidies.

The following table is a summary of the 2017/2018 MTREF (classified by main revenue source):

Table 2 Summary of revenue classified by main revenue source

Description	2017/2018 FY	2018/2019 FY	2019/2020 FY
Equitable share	222 508 000	242 595 000	254 930 000
EPWP	2 384 000	0	0
FMG	2 145 000	2 145 000	2 145 000
MIG	61 162 000	61 920 000	65 427 000
Service charges	36 172 000	38 234 000	40 375 000
Other income	27 963 000	29 557 000	31 212 000
Total Revenue	352 334 000	374 451 000	394 089 000

In line with the formats prescribed by the Municipal Budget and Reporting Regulations, capital transfers and contributions are excluded from the operating statement, as inclusion of these revenue sources would distort the calculation of the operating surplus/deficit.

1.3.1 Water and Sanitation (Impact of Tariff Increases)

- Greater Letaba Municipality has been appointed Water Services Provider by Mopani District Municipality and responsible for billing and collection. Greater Letaba Municipality receives 5% agency fee for any money collected on behalf of the district.
- Tariff charges for water are determined by the Mopani District Municipality.

1.3.2 Overall impact of tariff increases on households

- The overall tariffs increase for the financial year 2017/2018 is 6.4%. Households that cannot afford payment of services are registered as indigents and receive free basic services.

1.4 Operating Expenditure Framework

The Municipality's expenditure framework for the 2017/2018 budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit;
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA;
- Operational gains and efficiencies will be directed to funding the capital budget and other core services; and

The following table is a high level summary of the 2017/2018 budget and MTREF (classified per main type of operating expenditure):

Table 3 Summary of operating expenditure by standard classification item

<u>Expenditure By Type</u>	2017/2018	Percentage	2018/19	2019/20
Employee related costs	73 885 000	33.86	78 096 000	82 469 000
Remuneration of councillors	20 051 000	9.19	21 194 000	22 381 000
Depreciation & asset impairment	15 041 000	6.89	15 899 000	16 789 000
Contracted Services	13 868 000	6.36	14 609 000	15 427 000
Bulk purchases	14 965 000	6.86	15 893 000	16 830 000
Other expenditure	74 641	34.21	78 859 000	83 253 000
Debt impairment	5 751 000	2.64	6 078 000	6 419 000
Total Operating Expenditure	218 201 000	100	230 627 000	243 568 000

The budgeted allocation for employee related costs for the 2017/2018 financial year totals R73.8 million, which equals 33.86 per cent of the total operating expenditure and 26 per cent of the total budget (including capital expenditure).

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation and the adjustment in the equitable share allocation in this regard have been taken into account in compiling the municipality's budget.

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Bulk purchases are directly informed by the purchase of electricity from Eskom. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The expenditures include distribution losses.

Other materials comprise of amongst others the purchase of fuel, diesel, materials for maintenance, cleaning materials and chemicals.

Other expenditure comprises of various line items relating to the daily operations of the municipality.

1.4.1 Priority given to repairs and maintenance

In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services.

1.4.2 Free Basic Services: Basic Social Services Package

Greater Letaba Municipality provides as part of its basic social services package both free basic water of 6kl, free basic electricity of 50 kwh, free sanitation, free refuse removal, free payment for property rates for all indigent households per month.

1.5 Capital expenditure

The total capital budget for the 2017/2018 financial year amounts to R134 million. Further detail relating to asset classes and proposed capital expenditure is contained in Table A9 (Asset Management). In addition to the MBRR Table A9

The following are some of the capital expenditure projects to be implemented in the 2017/2018 financial year:

Mohlele community hall	: R3 000 000
Shamfana Community hall	: R1 500 000
Ntata Community hall	: R 2 000 000
Thakgalane Community hall	: R 1 000 000
Goedplaas Community hall	: R 1 000 000
Mamanyoa Sport Complex	: R3 414 503
Thakgalane Sports Complex	: R3 024 250

Madumeleng/ Shotong Sports Complex	: R3 024 250
Rotterdam Sport Complex	: R3 500 000
Landfill Site	: R2 000 000
Manokwe Cave	: R 600 000
Ga-kgapane Storm Water Channels	: R1 000 000
Low Level Bridge	: R2 106 505

In continuation of our tradition of our famous paving of roads, the following projects will be planned and constructed in the financial year 2017/2018 and the two outer years:

Lemondokop street paving	: R 3 704 950
Itieleng-Sekgosese Street paving	: R 3 704 950
Modjadji Ivory Route Phase I	: R 3 000 000
Kgapane stadium phase 3	: R10 500 000
Upgrading of streets - Sekgopo Moshate	: R 8 500 000
Upgrading of streets – Mamphakhate	: R 8 000 000
Upgrading of streets - Ramphanyana	: R 2 000 000
Las vegas street paving	: R 8 483 000
Upgrading of streets – Dichosing	: R 7 662 000
Upgrading of streets – GaNtata	: R 7 683 000

In addition to the projects, for water and sanitation projects to be implemented in the Greater Letaba Municipality are reflected in the IDP document.

1.5.1 Future operational cost of new infrastructure

The infrastructure development done is mainly in the rural areas and presently there is no revenue collection done at these areas hence no operational cost of new infrastructure.

1.6 Annual Budget Tables – Greater Letaba Municipality

Ten main budget tables as required in terms of Section 8 of the Municipal Budget and Reporting Regulations. These tables set out the municipality's 2017/2018 budget and MTREF as approved by the Council. Each table is accompanied by *explanatory notes* on the facing page.

1.7.1. Explanatory notes to MBRR Table A1 - Budget Summary

1. Table A1 is a budget summary and provides a concise overview of the municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which
 - i. Transfers recognised is reflected on the Financial Performance Budget;
 - ii. Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive, and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

Explanatory notes to MBRR Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enables the National Treasury to compile 'whole of government' reports.

Note the Total Revenue on this table includes capital revenues (Transfers recognised – capital) and so does not balance to the operating revenue shown on Table A4.

1.7.2. Explanatory notes to MBRR Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of the municipality. This means it is possible to present the operating surplus or deficit of a vote.

1.7.4. Explanatory notes to Table A4 - Budgeted Financial Performance (revenue and expenditure)

Total revenue excluding capital transfers is R291 million in 2017/2018, R312 million and R328 million in 2018/2019 and 2019/2020 respectively. Transfers recognised – operating includes the local government equitable share and other operating grants from national and provincial government.

The main component of the total revenue is grant and subsidies amounting to R227 million, R244 million and R257 million for the financial years 2017/2018, 2018/2019 and 2019/2020 respectively.

1.7.5. Explanatory notes to Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

Table A5 is a breakdown of the capital program in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations.

1.7.6. Explanatory notes to Table A6 - Budgeted Financial Position

Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).

This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in

order of liquidity; i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.

Table SA3 provides a detailed analysis of the major components of budgeted financial position items, including:

- Property, plant and equipment;
- Trade and other payables;
- Changes in net assets; and

The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.

Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will impact on the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment which in turn would impact on the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition the funding compliance assessment is informed directly by forecasting the statement of financial position.

1.7.7. Explanatory notes to Table A7 - Budgeted Cash Flow Statement

The budgeted cash flow statement is the first measurement in determining if the budget is funded.

It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

1.7.8. Explanatory notes to Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 – Funding a Municipal Budget.

In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

The outcome of this exercise would either be a surplus or deficit. A deficit would indicate that the applications exceed the cash and investments available and would be indicative of non-compliance with the MFMA requirements that the municipality's budget must be "funded".

Non-compliance with section 18 of the MFMA is assumed because a shortfall would indirectly indicate that the annual budget is not appropriately funded.

As indicated in Table SA 10, the Greater Letaba Municipality's budget is fully funded for the 2017/2018 financial year.

1.7.9. Explanatory notes to Table A9 - Asset Management

Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class. An amount of R40.6 million will be spend on new assets in the 2017/2018 financial year while an amount of R93.4 million will be spend on renewal of existing assets.

1.7.10. Explanatory notes to Table A10 - Basic Service Delivery Measurement

Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.

As indicated in the Mayor's Report, the Municipality continues to make good progress with the eradication of backlogs.

2 Part 2 – Supporting Documentation

2.1 Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the Head of Finance Portfolio Committee.

The primary aim of the Budget Steering Committee is to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the municipality's IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

2.1.1 Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2016) a time schedule that sets out the process to revise the IDP and prepare the budget.

The Mayor tabled in Council the required IDP and budget time schedule on August 2016.

Key dates applicable to the process were:

- **November 2016** – Strategic planning session took place at Hotel at Tzaneen
Aim: to review past performance trends of the capital and operating budgets, the economic realities and to set the prioritisation criteria for the compilation of the 2016/2017 MTREF;
- **30 January 2017** - Council considers the 2016/17 Mid-year Review
- **28 February 2017** – Adjustments budget was approved
- **30 March 2017** - draft budget was tabled

There were no deviations from the key dates set out in the Budget Time Schedule tabled in Council.

2.1.2 IDP and Service Delivery and Budget Implementation Plan

The Municipality's IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan.

The IDP has been taken into a business and financial planning process leading up to the 2017/2018 MTREF, based on the approved 2017/18 MTREF, Mid-year Review and adjustments budget. The business planning process has subsequently been refined in the light of current economic circumstances and the resulting revenue projections.

With the compilation of the 2017/2018 MTREF, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the mid-year and third quarter performance against the 2016/17 Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

2.1.3 Financial Modelling and Key Planning Drivers

As part of the compilation of the 2016/2017 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2017/2018 MTREF:

- Policy priorities and strategic objectives
- Asset maintenance
- Economic climate and trends (i.e. inflation, Eskom increases, household debt, migration patterns)
- Performance trends
- The approved 2016/17 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Debtor payment levels

- Loan and investment possibilities
- The need for tariff increases versus the ability of the community to pay for services;
- Improved and sustainable service delivery

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 59, 66, 67, 70, 72, 74, 75, 78, 79, 85 and 86 has been taken into consideration in the planning and prioritisation process.

2.1.4 Community Consultation

The draft 2016/2017 MTREF as tabled before, community consultation will start on the 20 April 2017 and ended on 05 May 2017 for the approval of the 2016/17 budget.

All documents in the appropriate format (electronic and printed) will be provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

2.2 Overview of alignment of annual budget with IDP

The IDP is informed by the consultation process with the community through community public participation process. Priorities are identified and reprioritized taking into consideration the need to satisfy the basic needs of the community.

This is costed annually through the Medium Term Revenue Expenditure Framework taking into account the availability of funds and the need to provide sustainable basic services.

The IDP has been guided amongst others by the following:

- Green Paper on National Strategic Planning of 2009;
- Government Programme of Action;
- Development Facilitation Act of 1995;
- Provincial Growth and Development Strategy (GGDS);
- National and Provincial spatial development perspectives;
- Relevant sector plans such as transportation, legislation and policy;
- National Key Performance Indicators (NKPIs);
- Accelerated and Shared Growth Initiative (ASGISA);
- National 2014 Vision;
- National Spatial Development Perspective (NSDP) and
- The National Priority Outcomes.
- Limpopo employment, Growth and Development plan

2.3 Measurable performance objectives and indicators

The Municipality target, monitors, assesses and reviews organisational performance which in turn is directly linked to individual directors' performance.

At any given time within government, information from multiple years is being considered; plans and budgets for next year; implementation for the current year; and reporting on last year's performance.

The performance of the Municipality relates directly to the extent to which it has achieved success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations. The municipality therefore has adopted one integrated performance management system which encompasses:

- Planning (setting goals, objectives, targets and benchmarks);
- Monthly Monitoring monitoring and checking on the progress against plan;
- Identifying areas requiring change and improvement;
- Quarterly reporting to council
- Making changes where necessary.

2.3.1 Free Basic Services: basic social services package for indigent households

The social package assists residents that have difficulty paying for services and are registered as indigent households in terms of the Indigent Policy of the Municipality.

All qualifying indigent's households receive 6 kl per month of free basic water, free sanitation, free refuse removal, no payment of property rates and free burial as per indigent policy of the municipality.

2.3.2. Providing clean water and managing waste water

In terms of the 2010/2011 financial year performance with regard to the provision of water is that all schemes in the district that are run by Lepelle Northern Water, had a blue drop status. The schemes that are run by the Mopani District Municipality had status of about 96 percent in the 2010/2011 financial year.

In 2011/2012, 93 percent was achieved which led to our district not achieving a blue drop status.

2.4 Overview of budget related-policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies.

2.3.2 Review of credit control and debt collection procedures/policies

The Credit control and debt collection has been reviewed.

2.3.3 Asset Management, Infrastructure Investment and Funding Policy

The Asset Management, Infrastructure and Funding Policy is considered a strategic guide in ensuring a sustainable approach to asset renewal, repairs and maintenance and is utilised as a guide to the selection and prioritisation of individual capital projects. The policy has been adopted by council on 30 March 2017.

2.3.4 Budget Policy

The budget process is governed by various provisions in the MFMA and is aimed at instilling and establishing an increased level of discipline, responsibility and accountability in the financial management practices of municipalities. The policy was approved by council in 30 March 2017.

2.3.5 Supply Chain Management Policy

The goal of this Policy is to provide a mechanism to ensure sound, sustainable and accountable supply chain management within the Greater Letaba Municipality, whilst promoting black economic empowerment.

The Supply Chain Management Policy has been reviewed and comments were also sought from Provincial Treasury. The policy has been adopted by council on 30 March 2017.

2.3.6 Cash Management and Investment Policy

The purpose of this policy is to secure the sound and sustainable management of Greater Letaba Municipality's surplus cash and investments.

The Municipality's Cash Management and Investment Policy have been adopted by council on 30 March 2017.

2.3.7 Tariff Policy

The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery.

The policy has been adopted by council on 30 March 2017.

2.4.7 Indigent policy

The indigent policy seeks to balance the immediate needs of the poor population to have access to affordable basic services with the long term implications of failure to implement remedial measures coupled with the provision of affordable services to indigents in a financially viable manner.

The policy has been reviewed and is submitted to council for approval and adoption.

2.4.8 Writing off of bad debts

The purpose of this policy is to ensure that the principles and procedures for writing off irrecoverable debt are formalised.

The policy has been adopted by council during 2017/2018 financial year.

2.4.9 Virement policy

The purpose of this policy is to provide a framework whereby transfers between line items within votes of the operating budget may be performed with the approval of certain officials.

The policy has been adopted by council during 2017/2018 financial year.

2.4 Overview of budget assumptions

2.4.1 External factors

Owing to the economic slowdown, financial resources are limited due to reduced payment levels by consumers. This has resulted in declining cash inflows, which has necessitated restrained expenditure to ensure that cash outflows remain within the affordability parameters of the municipality's finances.

2.4.2 General inflation outlook and its impact on the municipal activities

There are five key factors that have been taken into consideration in the compilation of the 2017/2018 MTREF:

- National Government macro economic targets;
- The general inflationary outlook and the impact on municipality's residents and Businesses.
- The impact of municipal cost drivers;
- The increase in prices for bulk electricity ; and
- The increase in the cost of remuneration.

2.4.3 Collection rate for revenue services

The debt impairment as indicated in the budget seeks to indicate that more efforts need to be put in the collection process. The Revenue Enhancement Strategy of the municipality has been reviewed and is on implementation stage and this will enhance revenue collection.

2.4.4 Growth or decline in tax base of the municipality

Debtors revenue are assumed to increase at a rate that is influenced by the consumer debtors collection rate, tariff/rate pricing, real growth rate of the Municipality, household formation growth rate and the poor household change rate.

2.4.5 Salary increases

The guideline from National Treasury has been used in determine salary increases.

2.4.6 Impact of national, provincial and local policies

Integration of service delivery between national, provincial and local government is critical to ensure focussed service delivery and in this regard various measures were implemented to align IDPs, provincial and national strategies around priority spatial interventions. In this regard, the following national priorities form the basis of all integration initiatives:

- Creating jobs;
- Enhancing education and skill development;
- Improving Health services;
- Rural development and agriculture; and
- Fighting crime and corruption.

The municipality's infrastructure projects are labour intensive.

2.4.7 Ability of the municipality to spend and deliver on the programmes

It is estimated that a spending rate of at least 99 per cent is achieved on operating expenditure and 100 per cent on the capital programme for the 2017/2018 MTREF of which performance has been factored into the cash flow budget.

2.5 Overview of budget funding

2.5.1 Medium-term outlook: operating revenue

Table A4 is a breakdown of the operating revenue over the medium-term.

2.6 Municipal manager's quality certificate

I **Mashaba T.G**, Municipal Manager of Greater Letaba Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

Print Name Mashaba T.G

Municipal Manager of Greater Letaba Municipality